

ESSENTIAL REFERENCE PAPER 'C'

ACTION PLAN 2014/15

Significant governance issues

The following required enhancements to internal control arrangements were identified during 2013/14 as a result of the review of arrangements and by the work of external and internal audit:

Required enhancements to internal control arrangements:

Issue	Resp. Off.	Initial Target Date	Actions needed to achieve milestone
Risk of failure to deliver an effective, efficient and economic IT service (from 2010/11 Action Plan)	Director of Finance and Support Services/ Head of Business and Technology Services	October 2014	<ul style="list-style-type: none">• All outstanding high risk IT audit recommendations implemented.• Resilient IT business continuity arrangements in place.
IT Risk Diagnostic (Highlighted by SIAS during 2012/13)	CMT	October 2014	<ul style="list-style-type: none">• Develop an IT strategy which is aligned with the business objectives of the Council and sets out the vision and core priorities for ICT over the next 3 years.
Hertford Theatre future governance arrangements (from 2011/12 Action Plan)	CMT	October 2014	<ul style="list-style-type: none">• Review to identify options for alternative governance models and the financial implications of adopting those models.
Asset Management Plan {formerly- Pro-actively seek opportunities	CMT	Dec 2014	<ul style="list-style-type: none">• Review assets held by the Council.

to improve performance Plan} (from 2012/13 Action Plan)			
Impact of Welfare Reform changes (2013/14 strategic risk)	CMT	March 2015	<ul style="list-style-type: none"> • New Legislation will have an adverse financial impact on a significant number of residents. Provide residents more support for services across the Council to staffing levels, manage the budget and the public expectations. Implement Council policies effectively.
Operating effectively in Revenues and Benefits and Business and Technology Shared Services (taken forward from 2012/13 Action Plan)	CMT	Dec 2014	<ul style="list-style-type: none"> • Complete a review of the operation of all shared service partnership arrangements
Risk that S106 Monies remain unspent (Highlighted by SIAS during 2012/13)	Head of Comms, Engagement and Cultural Services/ Head of Planning and Building Control	Dec 2014	<ul style="list-style-type: none"> • Ensure that funds are spent on appropriate schemes in accordance with the terms of the Section 106 agreement which provide value for money for the community.
Implementat'n of the Investment Strategy with sufficient levels of governance	CMT	March 2015	<ul style="list-style-type: none"> • Find the optimum position of balancing risk and return and having financial strength to contribute to the local economy.

and due diligence (Identified as a new strategic risk)			
Development of a District Plan that is acceptable to the community and the planning inspectorate. (Identified as a new strategic risk)	CMT	March 2015	<ul style="list-style-type: none"> • Plan to be agreed within required timeframe.
The effectiveness of the delivery of the Here to Help programme (Identified as a new strategic risk)	CMT	March 2015	<ul style="list-style-type: none"> • Ensuring challenges are met, particularly staff engagement, communications and adequate resources.
Increased levels of demand for our services. (Identified as a new strategic risk)	CMT	March 2015	<ul style="list-style-type: none"> • Demonstrate ability to adequately manage increased volume of contact from the public. • Demonstrate improvements, removal of barriers and increased capacity.

We propose to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Certification by the Leader of the Council and the Head of Paid Service:

Signed.....Dated.....

**Councillor A P Jackson
Leader of the Council**

Signed.....Dated.....

**George A Robertson
Chief Executive and Director of Customer and Community
Services**